

COLLABORATION FOR A SUSTAINABLE MALMÖ



THE INSTITUTE
FOR SUSTAINABLE
URBAN DEVELOPMENT



City of Malmö



MALMÖ
UNIVERSITY





FROM COLLABORATION TO CO-PRODUCTION

Commitment to collaboration has many advantages for all those involved – but only when we invest time and continuity. Only then do the conditions for co-production begin to emerge. Over the past year, the Institute for Sustainable Urban Development (ISU) has changed its working methods. Amongst other things, its work has become more directly research-related. Which we believe makes it more relevant and understandable. We also believe that the opportunities for genuine collaboration and co-production increase as a result.

This change enables us to lift what we do to a higher level and generate more significant interest in ISU's activities from the different organisations involved.

From City of Malmö's perspective, I see it as an obligation that Malmö serves as a "case" for university researchers. Our city has hosted the university for 20 years now. Even if researchers' field of work encompass the whole world, it is here in Malmö that they conduct their activities. That which we are together trying to understand happens here, in Malmö.

The city has many complex societal and sustainability-related challenges, a number of which are acute. We need help to solve these challenges. Questions concerning Malmö as a city and issues of sustainable urban development, are particularly suitable for collaboration. With clear societal challenges, it becomes especially intriguing and necessary to transcend boundaries in order to find solutions.

For me, the municipality and the university co-exist in a kind of



symbiosis. Via researchers, we who work for the City of Malmö gain new knowledge and new insights into what we do in our everyday. We achieve another understanding of our daily issues, when they are set in a broader context of time and place.

For their part, researchers can test their theories against our reality – the everyday compromises we wrestle with in our imperfect world. And I regard this interface between theory and practice as a fascinating area! The vast majority of us do better when we wrestle with the differences. We create a greater understanding of what we ourselves do, as well as improving what we can achieve.

At the beginning of 2020, Malmö University handed over chairmanship of ISU's Board of Directors to the City of Malmö. I would therefore like to take the opportunity to thank Charlotte

Ahlgren Moritz, Pro-Vice-Chancellor for Collaboration and Innovation at Malmö University, for her work. Under her leadership, ISU's activities have been professionalised significantly, something that I hope to continue.

I also want ISU to take on a new lease of life in its revised form. I'm looking forward to a stable period ahead, to see the returns on what we have just begun. This brochure provides a brief overview of how we work and the benefits that the work can bring. You will also meet some of our co-workers.

Happy reading!

Johan Emanuelson

OF THE BOARD OF THE INSTITUTE
FOR SUSTAINABLE URBAN
DEVELOPMENT AND HEAD OF
STRATEGY, CITY PLANNING OFFICE,
CITY OF MALMÖ

Johan Emanuelson

TOGETHER WE MAKE MALMÖ MORE SUSTAINABLE

SU is a collaborative platform that contributes to making Malmö a more sustainable city. We support and initiate collaboration between the City of Malmö and Malmö University to strengthen knowledge development, and support learning about sustainable urban development. We examine sustainability from an ecological, social, cultural, and economic perspective and work according to the UN's 17 Sustainable Development Goals.

ISU was founded in 2008 and is run by the city and the university in equal parts. Creating consistent collaboration processes between researchers and officials, we work with research circles, seminars, conferences, publications, and reports.

More concretely, we create "meeting spaces" for researchers and practitioners. Those who meet can broaden their network of contacts, in a mutual exchange and understanding of the various aspects of sustainable urban development. One of the great benefits of our activity is the value created in the interaction between our 'border-crossers' – officials from the

City of Malmö and researchers from Malmö University.

The Institute for Sustainable Urban Development

- Actively supports and initiates collaboration between the City of Malmö and Malmö University.
- Promotes mutual and relevant knowledge exchanges for sustainable urban development.
- Develops, carries out, and promotes interactive research and development projects that ensure mutual learning between stakeholders.
- Contributes to research becoming a useful asset for municipal practice, in particular for the City of Malmö, which is a research municipality within the field of sustainable urban development.
- Further develops forms and methods for collaboration, and models of co-operation between the university, the municipality, and actors in other sections of society.
- Through collaboration, contributes to increased knowledge and understanding of sustainable urban development.



"BORDER-CROSSERS" ARE AT THE CORE OF OUR WORK

SU's work has evolved and changed over time, in terms of both content and organisation. Initially, the Environment Department and the City Planning Office of the City of Malmö were involved, alongside the Department of Urban Studies and the Department of Social Work at Malmö University (at that time, Malmö University College).

After a few years, as culture took on a more explicit role in the development of Malmö, the Department of Art, Culture and Communication at Malmö University and the Department of Culture of the City of Malmö also became involved in ISU's work. Coupled to this expansion in ISU's remit, the role of 'border-crosser' was established in the early 2010s.

The partners now involved are the City Planning Office, Environment Department and Department of Culture from the City of Malmö, and the following departments at Malmö University: Department of Urban Studies, Department of Social Work, and Department of Art, Culture and Communication.

ISU has created an open climate of co-operation around the differing conditions of the organisations involved. It has been essential to establishing clear governance and structures for the work of the border-crossers. And also by trying to achieve a shared understanding of what the border-crossers should achieve.

The aim of our work is to:

- Initiate, develop and practice innovative methods that contribute knowledge for sustainable urban development in Malmö.
- Generate the development and co-production of joint knowledge.
- Communicate knowledge, partly by drawing upon experiences and partly by disseminating the results of collaboration with key actors within sustainable urban development.

There are currently seven border-crossers – employees of the City of Malmö or Malmö University. They spend 10-30 percent of their time working within ISU. Their mission is to strengthen collaboration between the City of Malmö and Malmö University via the joint development of ideas, theories, and methods linked to Malmö's concrete challenges. The border-crossers are also ambassadors for the institute's role as a collaboration hub, as well as "docking" ISU within their respective joint organisations.

The working model is built upon the premises that collaboration and co-production is known and recognised within both the municipality and the university. Their work underscores the importance of research results (and other empirically-based knowledge and experience) being made available and accessible to practitioners within the organisations. It means that the results from their work can be equally as crucial to the municipality's core activities and society's development in general as they are to the research community.

**A MORE
SUSTAINABLE
MALMÖ**

THE CITY OF MALMÖ
CITY PLANNING OFFICE
ENVIRONMENT DEPARTMENT
DEPARTMENT OF CULTURE

**BORDER-
CROSSERS**

MALMÖ UNIVERSITY
DEPARTMENT OF
URBAN STUDIES
DEPARTMENT OF
SOCIAL WORK
DEPARTMENT OF
ARTS, CULTURE, AND
COMMUNICATION

WORKING METHODS THAT STRENGTHEN COLLABORATION

In addition to its efforts to strengthen collaboration between the City of Malmö and Malmö University, ISU seeks to develop new working methods for research and development in partnership. Here we outline four of our working methods.

Research circles

The research circle is a proven form of knowledge development, based on mutual exchange between researchers and practitioners. Within the circle, a group of people meet with a certain amount of continuity over a longer period. This process allows them to get to know each other, exchange experiences, and jointly develop knowledge relating to a particular question. The circle's work contributes to insight, understanding, and knowledge that can be applied directly to the participants' professional activities. It also makes it possible for people other than circle participants to benefit from its work. It is crucial that the knowledge is then docked into relevant forums and documented in a way that others outside the circle can have access to.

Research and learning partnership

We work actively to participate in various research projects. We can even contribute to doctoral and post-

doctoral studies at Malmö University. But above all, we strive to support the co-production of knowledge in research articles and other joint authorship between partners from our two collaborative organisations.

ISU has ties to the following research environments at Malmö University: Studies in housing and welfare, at the Department of Urban Studies; structural and eco-social inequality at the Department of Social Work; and the DESIS Lab at the Department of Arts, Culture and Communication. We also have links to K2, Sweden's national center for research and education on public transport.

Knowledge reviews

We can produce knowledge reviews, to facilitate rapid orientation within an area that needs to be highlighted from different perspectives. These can take the form of either a literature review of current research or a data overview created from statistics from the City of Malmö.

Reference groups

Sometimes new perspectives and approaches to challenging urban development issues are needed. At the request of officials or researchers, ISU can participate in various reference groups and contribute relevant expertise from the university or the municipality.



RESEARCH BUILT ON PARTICIPATION AND CO-CREATION

The research we are conducting (like the activities associated with it) is participatory and multidisciplinary. In this way, we contribute to knowledge development by allowing those who participate in our studies to be co-workers and co-creators of our research.

Participatory research is based on several assumptions about how research should be developed and reconnected to the people who use the research results (see the table on pages 14–16). Participatory research aims, at all investigation stages, to benefit from people whose work is the research subject. Their participation is a fundamental principle of our work.

Creating change together

We intend to create changes that promote sustainable urban development in Malmö, together with the people involved in our research and development. Therefore, studies are not conducted on people as research objects and passive informants who provide information. Instead, they are conducted together with people – in their capacity as stakeholders who generate relevant information, thereby offering opportunities to influence and effect change in practice.

The research process is a multi-disciplinary partnership within and

across several areas of knowledge. Cross-border working generates both questions and knowledge in an interaction with key actors on the field. The issues can differ from one situation to another and between organisations and thus, it is essential to focus on the right questions. Another important aspect is to highlight core values from different organisational perspectives.

Participants and owners of the results

It is also crucial that those involved in the research and development projects see themselves as participants and owners of the results. A participatory perspective democratizes the research process and enables participants to contribute, influence and effect change. This is made possible by involving stakeholders in analysis of the results.

So, collaborative research is not about communicating the results of a study afterward. Instead, it is about creating the conditions for active promotion of change in practice and developing future agency. This perspective explores how co-production – in the meeting between the state, the municipality, academia, and private and civil actors – affects and shapes officials' opportunities to promote sustainable urban development actively. This can only be accomplished by people who actively work with the issues in question.



Characteristics

Description

PARTICIPATORY

- Maximize the active participation of those whose life or work is the subject of the research in all stages of the research process.
- Provide the opportunity for all participants to be equitably involved to the maximum degree possible throughout the research.
- Maximizing participation requires an active and intensive commitment on the part of those initiating the research.
- The process is viewed as a partnership between stakeholders.
- The co-creative process requires facilitation, and the building and maintenance of trust.

LOCALLY SITUATED

- The issue being researched must be located in the social system, which is likely to adopt the changes that result from the research process.
- Emphasize local level of knowledge and experience without requiring a local scope; statements can be made about issues at regional, national or international level.

COLLECTIVE RESEARCH PROCESS

- The process is conducted by a group representing the various stakeholders including engaged citizens, NGOs, health professionals, academic researchers and policy-makers.

COLLECTIVELY OWNED

- Ownership of the research lies in the hands of the group conducting the study.

Here we schematically show what we mean by participatory research. The table is from the report 'Taking a Participatory Approach to Development and Better Health,' which was produced in 2015 by Region Skåne, the WHO Regional Office for Europe, and the Regions for Health Network 2015.

Characteristics

Description

AIMS FOR TRANSFORMATION AND SOCIAL CHANGE

- Aim to create positive social change as a result of the research process for those whose life or work is the focus of the research.
- Enable participants to recognize their current situation and how to be involved in finding solutions.
- Promote empowerment through enabling people to take an active, deciding role in all aspects of the research process.
- Contribute to sustainable change beyond the span of the research project, for example, by involving a broad coalition of stakeholders and setting up structures for sustained learning and action.

PROMOTES CRITICAL REFLEXIVITY

- Consider how power and powerlessness affect the daily lives and practice of those whose life or work is the focus of the research.
- Require professionals to question their roles and knowledge based on power differentials between them and service users.
- Act together with others to address the social and political factors that impinge on the group as a whole.

PRODUCES KNOWLEDGE THAT IS LOCAL, COLLECTIVE, CO-CREATED, DIALOGICAL AND DIVERSE

- Provide the opportunity for people to articulate their local knowledge about the subject at hand based on their direct experience.
- Knowledge is produced in an ongoing dialogue among participants on all aspects of the research process.
- Uncover and examine different points of view and potentially present differences in perspectives.
- Recognize that knowledge is always in a process of becoming and is never fixed.

Characteristics

Description

STRIVES FOR A BROAD IMPACT

- Aim to bring about social change.
- This process includes a continual cycle of look, reflect and act.
- Recognizing and articulating impact over time is difficult.

PRODUCES LOCAL EVIDENCE BASED ON A BROAD UNDERSTANDING OF GENERALIZABILITY

- Develop interventions for a specific time and place, and give primacy to the local context in order to produce local evidence.
- Obtain a deep understanding of the essence of a situation that can be communicated to others who can then judge the relevance of the findings for their own situation.

FOLLOWS SPECIFIC VALIDITY CRITERIA

- Incorporate both qualitative and quantitative research methods.
- Importance is placed on the adherence to validity criteria such as participatory, intersubjective and ethical validity.

DIALECTICAL PROCESS CHARACTERIZED BY MESSINESS

- This is characterized by dialogues of different perspectives often resulting in several different views on the issue at hand.
- The dialogical process intends to promote transformational learning making possible new, transformative insights offering fresh approaches.
- The process defies a simple linear description of planning and implementing a research project. Rather, a spiral pattern unfolds, where participants reflect, plan, act and observe in several repeating cycles.
- Conflict is created for many participants as their assumptions are questioned. A so-called messiness arises in the process creating a communicative space to deconstruct current beliefs and construct new ideas.

SOMMARGATA, KÄRLEKSGATAN



“We need researchers’ critical perspective on what we do.”

Fiona Winders works for the City of Malmö’s Department of Culture and has been a border-crosser since 2017. Her first task was to examine the role of culture in urban development, an investigation she has continued in various forms. She sees the opportunity to work with researchers as one of the most significant advantages of the commission.

“I am convinced of the importance of culture for sustainable urban development. I believe that getting people to meet and giving them the opportunity to do things together leads to a better society. I want to contribute to creating interactions, cohesion, and a different feeling, for example, in areas with great socio-economic vulnerability,” she says. Fiona describes her vision of urban development. She believes that the concept can be likened to a physical skeleton where social sustainability is the social muscles and culture is the ‘spirit.’ All the parts are necessary, and everything is connected. That’s why she was interested in becoming a border-crosser, Fiona recalls.

How do you view collaboration and co-production?

“I see collaboration as the first step – as a form of intellectual knowledge co-operation. The next step, when ideas become more tangible and concrete, and everything become more about practice – that’s co-production. And at the top is partnership. I see it as a scale, in different shades, where we constantly move back and forth,” says Fiona and clarifying:

“But it’s not a straight line; it’s more of a crooked one. Along the way, collaboration transforms into co-production. The process is part of the learning itself. One must be allowed to initiate collaboration without knowing whether it will lead to co-production. It is a process of trying, and it takes time. We’re talking about an iterative way of working with a design mindset. I believe that many of the best solutions come from this way of thinking.”

What is the value of the institute’s work for the City of Malmö?

“The ability to enrich our knowledge with the researchers’ experience is precious. They give us another way of looking at issues we have in common and can put our practice in context. Instead of just solving individual issues, we have to be



Fiona Winders

more reflective and respond to questions like “What were you thinking here? Why did you do this?” We need the researchers’ critical view of what we do.”

What has ISU achieved so far?

“I think that the working method itself is our most important achievement. We show that it is possible to work the way we do. Sometimes it chafes: two large and differing systems will inevitably clash from time to time. But the collision and friction are exciting and can eventually lead to good outcomes. ISU’s work provides officials with ideas, research, and lessons learned. Malmö University is the city’s university, and it would be extraordinary if we didn’t co-operate! We all want what’s best for our city, and we work to bring together our different kinds of knowledge in the service of Malmö,” says Fiona, adding:

“In concrete terms, we initiated a research collaboration in the spring of

2020 for exploring the effect of COVID-19 and it’s impact on our cultural life. But also what aspects of this we might be able to take with us into the so-called ‘new normal.’”

How do you see the future?

“We have approached each other in the right way, and I look forward to continuing to work closely together on more joint projects. Our collaboration can lead us to explore the city’s challenges even more deeply, so that we can, more than ever before, go forward together. But it mustn’t merely be partnership for partnership’s sake; what we do must address issues that are important to the municipality and interesting for the research community. Only then can we increase the value of what we do and further refine our processes.

What are the benefits of being a border-crosser?

“Having worked as a public official for 25 years, I feel that the work of ISU gives me a huge boost. Here I’m allowed to think outside the box and have time to reflect. Our partnership provides stimulation and interesting input; I see our work as a kind of mental breathing space and as a place for competence development.”

“Academia stands alone without the surrounding society.”

Carin Cuadra is the Assistant Head of the Department of Social Work at Malmö University, responsible for research and research education. She mainly devotes her research to eco-social work and eco-social interventions. This gives her a good starting point in her co-operation with the other border-crossers.

“As a researcher in social work, I can clearly say that the welfare system, and therefore social work, need to be part of the municipality’s work in combatting climate change. My research results are used directly in our Master’s Programme in Social Work. Who knows? Perhaps it might even result in an internship for some social work students?” With the above statement, Carin Cuadra opens up a conversation about the value co-operation and collaboration can have for all involved.

Do you have more thoughts about collaboration and co-production?

“For the municipality’s part, I hope that the research, including my research on eco-social interventions, will highlight

all the interesting activities and forms of organisation that is going on in Malmö. They often deal with ways of reducing consumption, based on the allocation of available resources. Such activities are based on alternative understandings of human welfare within the context of what the planet can tolerate, to combat pollution and climate change. I think that highlighting such activities and solutions will have a mobilising effect at the local level in the city,” she says.

Can you describe your role in this work a bit more concretely?

“I can compile, analyse, and conceptualise, but I can also situate what I see and hear in the broader context that international research can provide. That can both strengthen and deepen our work. I think of studies from other countries and discussions about how we can understand what is happening, and what opportunities there are to intervene and influence social development in a sustainable direction.

What is the value of ISU’s work?

“For me, it’s the opportunity to work with what I’m passionate about – as a researcher, a human being, and a grandmother: The need for climate-adapted



Carin Cuadra

welfare, to tie together climate change with welfare and social issues. For the municipality's part, I hope that my work will highlight and strengthen the vital work that is going on with the city's sustainable development, often in very close connection with the commitment and power of Malmö's residents. For the residents themselves, especially those involved in eco-social interventions, I imagine an important link between everyday and scientific knowledge on one side and politics on the other. The research can facilitate and provide dynamism for that link.

How do you view your role as a border-crosser?

"I see unique opportunities to be a part of the knowledge development that can occur in the meeting between local and practical activities and academia. In this interaction, pressing issues can be framed and highlighted from different perspectives concerning our various missions, roles, and knowledge types.

One strength of this type of collaborative research is that it is not as 'clunky' as research usually is. We can avoid long lead-in times and rigid structures," says Carin Cuadra. She continues:

"My role as a border-crosser has allowed me to track the changes brought up by the coronavirus. Suddenly, one of the city's eco-social arenas integrated itself into an initiative that took shape in spring 2020, focusing on making information about the coronavirus available. This form of initiative demonstrates the link between social and ecological sustainability.

Why is ISU necessary?

"When it comes to addressing complex societal challenges, I believe that collaborative research is always a recipe for success. Academia can't work alone. Having a formalised institute provides everyone involved with the stable framework necessary when different expectations – and, not least, shifting time perspectives and decision-making paths – are playing out. The existence of an established arena means that everything takes place in a context where trust is built. Here can we work together on a broad scale, with the entire university behind us. That provides stability and confidence."

Through concrete and joint missions, we influence the city.

Dealing with both complicated and pressing questions are what ISU has achieved so far. It will be interesting to see what will be accomplished as we advance. Here we take a look in the rear-view mirror and ask Per Hillbur, Vice-Chancellor Malmö University, and a newly elected member of ISU's Board of Directors to describe the current situation and the vision for the future.

Over the years, the border-crossers' work has allowed the ISU to create so-called knowledge alliances – mainly through meetings that provide space for knowledge development and time for reflection. Various aspects of social sustainability are common throughout the seminars, workshops, and research circles arranged. According to ISU the social dimension of sustainability entails both people's attitudes and values about a sustainable society and how altered behavior can help us reach the UN's Sustainable Development Goals.

By disseminating the knowledge generated by ISU, the hope is that officials, researchers, and citizens will change the way they think and act. And together, shape and promote the sustainable development of Malmö.

We ask Per Hillbur to describe his views on these issues.

"I see ISU as a unique partnership platform. Wherein two actors can see eye-to-eye and endeavor to address sustainable urban development issues on an equal level. I believe that research fostered by the institute has been given more space – partly as a result of what the research circles have achieved thus far, and partly because



Per Hillbur

we conduct research together, under a joint umbrella organisation. I think the fact that we have managed to establish the border-crosser function is another success factor.

What's the next step?

"Now it's important that we continue to work very concretely on the missions of the border-crosser so that in a few years we can see what impact this work has had. By taking into account what we are doing today, we can see how this work changes our two organisations and how we change the city and its story. This makes our enterprise easier to communicate and can lead to more substantial change work and more concrete research results. At the same time, it is, of course, important to have reasonable ambitions."

What are the success factors?

"I think it's important that the city and the university understand each other and that both organisations allow the border-crossers to be border-crossers – totally and completely. Then we can show that our working model works. At Malmö University, we have a 'big tent,' with a great diversity of perspectives. But to succeed in our mission, we need to work with others. Only then can we broaden our perspectives. The university has long co-operated with the City of Malmö. Still, I see the municipality and the university as more equal partners today than when the institute was new."

What do you hope to contribute to the Board of Directors?

"It feels great to get reacquainted with ISU, in a more active role. I have great respect for the work done so far and am aware that today's institute is slightly different from what it was initially. Now we're working a little more concretely and investing a lot in the border-crossers' work. We are a small organisation with a good base to stand on."

Continued dissemination of knowledge and perhaps a scale-up?

Linda Lill has been the Director of ISU since the spring of 2019. In addition to her leadership role, the institute's transformation into a more research-related enterprise has been one of her clearest missions. Now that the revised working method is starting to take root, Linda, the border-crossers, and the Board of Directors can begin thinking more long-term.

How do you see the future of the institute?

"Going forward, we have an obvious responsibility to do sustainable planning. Now is the time to look both three and five years ahead and think about where we want to be by then. We also need to evaluate and follow up. In this work, we will follow the strategies that exist within Malmö University for how evaluation and follow-up usually are conducted," says Linda.

Tell us more!

"These are methods that can evaluate our activities in different ways.

Through evaluation, we can determine the extent to which our goals have been achieved. With continuous follow-ups, we'll see if we've stuck to our goals. Of course, we'll discuss what methods we should use and how to proceed. In a way, one might say that we're already clearly ensuring collaboration between our two organisations via the border-crossers' work. By following up on completed activities, we add another piece to the puzzle, and that feels good.

What do you want to achieve?

"We want both owner organisations to see the positive value of the work we do. In the long term, we hope that this will lead Malmö's citizens to feel that they live in a sustainable and exciting society. At the same time, we must be humble; our organisation is small, and we cannot achieve our goals on our own.

What do ISU's activities look like going forward?

"I'm hoping for a scale-up. For example, we might have more border-crossers. We could also expand our platform to cover more areas, such as the school system, which reaches so



Linda Lill

many people, and the social sphere, where there are many social innovations from which to draw inspiration. If we had more people on our team and a larger platform, our work could significantly impact. Because we have knowledge and well-established working methods.”

How do you disseminate the knowledge you generate?

“I believe that society needs to start valuing meetings between people more highly. Via workshops, seminars, and research circles, we disseminate knowledge and promote continued professional development. And the event itself – the meeting – allows us to take advantage of broad know-how. Of course, we should write reports,

but our knowledge can be distributed through various forms of meetings. We encourage the border-crossers to write, compiling and analysing, and then creating activities and meetings based on what they have written. In this way, we can contribute to the spreading and discussion of knowledge-based practice,” says Linda. She adds:

“The border-crossers employed at Malmö University will, of course, also continue to write academic articles and disseminate knowledge production in that way, too.”

What challenges does the institute face?

“Meetings generate dialogue, and, of course, that can cause friction. But the discussions and the conversations create new perspectives that can lead us forward. These contexts may be challenging, but at the same time, they are a source of hope. Together we can solve the challenge and move forward! Another challenge – which may also be an opportunity – is the digital meeting format, with which many of us have become more comfortable during the coronavirus pandemic. These digital spaces can be an excellent complement to other forms of meeting.”

ISU aims to:

- Make development and research results available.
- Contribute to innovation and societal change.
- Further develop research results for the benefit of society.
- Provide organisations with the basis for decision-making.

Do you want to know more? Visit www.isumalmo.mau.se

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MALMÖ MARKET HALL



Institute for Sustainable Urban Development

The Institute for Sustainable Urban Development (ISU) was founded in 2008 and is an established collaboration platform owned equally by the City of Malmö and Malmö University. The platform aims to increase collaboration around sustainable urban development through a closer exchange of research, knowledge production, and experience.